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'An Immigrant's Gift': Interviews about the Life and
Impact of Dr. Joseph M. Juran


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Interview with Blan Godfrey

Dr. Joseph M. Juran Collection

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Q: How should we put your relationship?

GODFREY: I'm an employee.

Q: What should we call you?

GODFREY: I think a long-time colleague.

'Cause, you know, for years, he worked for me. Yeah, because I was at Bell Labs running these top management courses, and so I was paying him to come in and do part of it, you know.

So we worked very much together then, 'cause I would layout who they are and what they need, and where they're starting from. And what the challenge is going to be the next day. And, at the end of the day, we'd kind of do a post-mortem on how it went and all that sort of stuff.

So, yeah, we were working together. We still work together.

Q: Do you remember the first time?

GODFREY: Of course.

Q: What was the first time?

GODFREY: The first time I ever met Dr. Juran. The first time I ever met him was I went to check him out -- as he would put it, to case the joint when he was giving an upper management seminar, and we had drafted a plan for a three-day upper management seminar

for the top executives in AT&T. And were looking for the right people to come in and speak.

And we had three candidates, and he was one of them. And so I took a team to Chicago, to one of his lectures, and that was the first time I saw him live. And, obviously, we liked what we heard, 'cause he was the one that we selected to do the middle day of these three days, for what started out Bell Labs and ended up being all of AT&T top executives.

Q: You checked out all three guys.

GODFREY: We checked out many more than three. But we narrowed it down to three for the final selection. Yes.

Q: What was it about Juran that survived?

GODFREY: Logic. Logic. Ah -- Dr. Juran, we felt, would appeal to the logical minds at Bell Laboratories. Other people might do better in the factories, with a little emotionalism, and some cursing and yelling and screaming.

But Bell Labs had to be convinced by the scientific method, you know. Proof -- theorem, proof, theorem, proof, you know. Tell me what it is we have to do, and then convince me this is the right way to do it. That you really know what you're talking about. That

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that other people
can listen,
can understand what
you've said, and
then go do it.

Because
we were very much
looking for the how
to, and most of these
other people were
talking about the
why or the what.

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GODFREY:

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k. Frank took
classed from Dr.
Juran back in 1947,
that was the first
date. And from '47,
like in the early
'50's, a lecturer
to the ASQC in Newark
where he talked about
many of these
same things. And
here's 30 years of
wandering around in
the desert and saying
the same stuff and
not a lot of
people listening. Why
was this not old hat?
What was so
attractive?

GODFREY:

Well, it was old hat.
There was
almost nothing new in
anything that he said,
that we heard
in 1983. He just said
it better and more
convincingly to
top management.

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Center as were
188 other people. And
the Quality Assurance
Center had
been doing these things
since it was formed in
1925. And,
as a matter of fact,
the department that I
headed was th e
department Dr. Juran
worked; Walter
Shuhart's old
department. The Quality
Theory Department.

And they had worked together from 1925 on, and so most of what he was talking about and doing, was not news to anybody in our department, the news was to the senior managers who had always thought that quality was the Quality Department's job and that they knew enough about it because they had been in integrated circuits, they had been in this or that.

And what we wanted to do was take it out of that. The first day of this three day seminar we used some people from Harvard Business School to talk about the competitive pressures and what was really changing in the world. And ~ fast comp ana e's had to change, the rate of improvement. That was one of the messages that Dr. Juran had that was so much stronger than anybody's elses ... this whole idea of the rate of improvet.1 Not just that you just have to do these things which Demian and others said, but that you have to do these things at a revolutionary pace not an evolutionary pace.

And he put things more in a business sense. He tied things more into the business of the company than anybody else.

Q: He seems so unbusiness-like, just in terms of personal manner, and--I--having worked with some ATT people, you're all so buttoned-downed, and tall, and

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r. Juran couldn't
seem further
from that image and
presentation.

GODFREY:

You also have some
strange
perceptions that
ATT ... one of the few
things that would
not give tuition
reimbursement for Bell
Labs is MBA. They
thought not only was it
worthless but they
wanted to
discourage it not
encourage it. So you
could bet tuition
reimbursements for
taking courses in
almost everything, I
mean, even astronomy,
but not for business.
Uhm, it was
considered the
destroyer of business
in many ways.

The ...
thing ...

that
impressed us
about Dr.

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s. You know, that he'd
been a
corporate director of
several different
boards. He
understood how
business was really
managed, which a lot
of
the other people out
in the field don't.
Some of them
never even worked in
business. We get some
really
academic-type
consultants out there.
There's lots of
theory and no real
application.

But

Juran always had an
answer to how do you
actually do this, and
how does it tie into
market share,
how does it tie into
reducing the cost of
the business.
And how do you get

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ere's

where I thought he
had an edge over
everybody else.

He
really could talk
the language of
senior
masnagers, and they
would sit and talk
to him for hours.

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Not sit and listen, not
lecture
to, but discuss major
business problems, and
how does what
you're teaching really
help us achieve our
objectives.

Q: Did
they then
turn
around
and do
it? Or

do they?

GODFREY:
Uh-hah.

Q: What
happened
next?

GODFREY:

We were going on kind
of what we
called spontaneous
combustion model at the
time. If you
exposed enough people
to this, some people
would do
something. We were
hoping for 10 percent.

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over 20 percent, and,
we were incredibly
pleased that this many
were going away. And as
he says
all the time that no
company really marches
like the may
day parade in Red
Square. You know--
everybody in step.
You go in single file.
Somebody does
something, gets out
front, and others
watch. There are always
those sitting
behind watching, you
know the old saying
that there are
those who make things
happen, those who watch
whatls
happening, and those
who always ask what
happened here.

And
hels ... that was what
he was telling that
actually happened in

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ning to
us right before our very
eyes.

Some
of these people got
so turned on in
these workshops,
they stayed at the
end of the workshop

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ause they were coming
as
management groups ...
created their quality
counsel,
[garbled] at 5:15
when he ended at 5,
and had their first
meeting that night as
they laid out what
they were going
to do, how they were
going to get the
nominations, what
projects they were
going to start, who
was going to lead
... others, you went
away, you know,
saying this is all
very interesting
stuff, I wonder how
it applies to R&D.

But we
had enough that did
something, that
within a year we
starting, well, our
program of keeping
the fires burning,

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lity Day
at ATT. And now has
become kind of an
institution, where
directors and above
can come and directors
and above must
speak. And they talk
about what they've
done and how they
did it, and how they
achieved whatever they
achieved step
by step.

Q: You
really do get the
sense in hearing
stories about Dr.
Juran, was here was
the first guy saying
the world is round,
uh, in speaking to the
Flat Earth
society.

GODFREY:
Well, I think it goes
way beyond
that, because that's
back in the theory

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eople were saying
that. But he was not
only
saying it's round, but
here's how you can
prove it's

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round, here's a map
that will
take you to the new
world. And here's some
blueprints you
can build a ship with,
and here's an
instruction plan for
sailing a ship, and
here's how to
organize.

 You need
a captain, you need a
First Mate,
and you need people
all the way down to
the one's who
sweep the floor. And
here's an organization
chart for you
and that's way beyond
the earth is round.
It's here's how
to take advantage of
it being round. Here's
what to do
with it.

 Q: Why
would companies then
in the forties

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and seventies
ignore that
kind of wonderful
advice and that
great roadmap~

GODFREY:

In 1950 companies in
the united
states made 50 percent
of everything made in
the world.
The two most
productive societies--
Germany and Japan--had

been completely bombed
in the rubble. Uh, the
united
states had had this
incredible war
experience in building

up production
facilities that nobody
else ever had, and
was having success
that no one else had
ever had.

When
you're making half of

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re the most productive
companies the world
has ever seen--not just
in that point in time,
but
ever--who can tell you
(laugh) you're doing
anything wrong?

I mean, come oh' how, these are the most successful business managers in the world. Tell General Motors who had the leading position in the world in automobiles, making more cars than anybody had ever made, and more than the next two or three competitors were making combined, that they're doing something wrong?

They were the geniuses. They were the one's endowing the management's schools, you know the Sloan School, etc.

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measurements in business magazines and business news, these people were the greatest. Remember people were flocking from around the world to learn American management methods.

You know, that was the goal of every rising manager from whatever countries to come to America and study how to manage companies. And these were the teachers, not the learners, in the fifties and sixties.

They saw no problems on the horizon. All their instruments--their instrument panels--said things are great. Things are great.

Q: And yet they weren't. That was the period when Juran was in Japan--

GODFREY: They weren't great in Japan. Japan couldn't sell anything! But I'm not sure we can go back

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- in the united
states. What
the companies made in
the 1960s in the
united states,
consumers bought.
Consumers were
interested in cheap
cars, they were
interested in big
cars, they weren't
interested in fuel
economy. They were
interested in fins
for a while, heaven
forbid (laugh).

I mean,
uh, Mercedes even had
fins for a
while, I mean, there
was--American
companies were making
what people wanted in
1960. We can argue
that maybe they
shouldn't have wanted
that. Maybe they
should've wanted
better quality and
more solidly built

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g, but the American
ideal in the 60s was
to
buy a new car every
three years.

The
trade-in value was
very important, and
loyalty--you always
went back to the same
dealer. It was
good business, I mean,
for the American
market they seemed
to understand it very
well.

Q: The
American
manufacturers
satisfying to
a fairly well the
needs of the American
consumer, and yet
at a given point,
General Motors
stopped satisfying.

GODFREY:
Consumers began to
get more
sophisticated, and we

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in
the market. I mean we
had college students
who wanted
very cheap,
economical cars. The
Volkswagon bug became
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ts. And one of the
things I
think that American
manufacturers are
missing is the new
generations they
were giving away.

I mean
just like the
railroads never gave
discounts, the
airlines gave half
priced tickets to
college students and
the military, so we
all flew standby
at half-price when we
were college student
or in the army,
we weren't about to go
back to buses and
trains when we
got a real job. And so
the airlines took the
market right
away from trains and,
uh, buses.

I mean
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instruments on
the controls of senior
management.

GODFREY:

The senior management
didn't have a
longterm view, they
weren't saying who
were our future
customers? If the
college students and
the professors are
buying German cars,
volkswagons and later,
you know, audis
and BMWs and Mercedes
and everything, do
they have an
influence on the rest
of the market, and as
the college
students grow will
they give up their
volkswagons and come
back to their
chevrolets or will
they look for a bigger

volkswagon, or perhaps
an Audi, or another

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German cars, b
and later Japanese e
cars, are what they t
really want, rather t
than American cars. e

I think r
the American t
manufacturers assume h
that when they grew a
out of the small car n
that had the very w
small profit margins, h
they'd move up to a a
big American t
car, not a big o
somebody else's car. t

Q: h
How did Juran e
know this when so r
many p
other's didn't? e

GODFREY: o
I'm not sure he's a p
marketing l
genius. I think he had e
a belief in innate h
quality, that a a
way to compete in the d
marketplace was to .
make something A

nd if Nissan could
make a good car at a
lower price and a car
that was equal
in quality to what was
offered in the
American market,
people would buy the
one that was at the
lower price, of
better quality.

And
later, if they could
sell at the same
price a better
quality, and people
knew it was better
quality because now
their perceptions had
been changed,
they would select
that over that. The
consumers weren't
dumb. When offered a
choice, they would
choose the best.

And
as consumers became
more educated at
their not just

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and that different ones offer different things, the consumers say, well, what I really want now is four-wheel drive. What I really want is no-maintenance problems. I really want something that has comfortable seats and an easy to read dash. And I'll go look for that.

And I'll buy it from whomever I find it from.

Q: So many of the now, I guess, guhru is the wrong word, but there are so many people now holding out promises of improved quality, uhm, who put on a really good show. Uh, my impression is that Dr. Juran doesn't put on such a good show.

~~~~~  
GODFREY:- No, he's not a showman. Uh, although he's probably as memorable as anybody in the market. I mean people go away and quote things that he said, twenty years ago. I'm with him a lot as we go around the world and give courses, and people will come up and say, 'in 1966 I took your four-day course, and it was a turning point in my life. And what I went back with changed our whole company. Because you said that the true definition of quality was really fitness for use, which really included a market side and freedom from deficiency. And we calculated what our defects were costing us never really. When we did that we were stunned. And then what we learned there led us to this and this.'

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e's a difference I  
think, they don't go  
away and say  
this was the greatest  
talk I've ever heard.  
They go away  
saying there is more  
to think about here,  
then I could  
possibly imagine. It's  
going to take me  
probably years to  
understand this and  
really understand how  
to use all this.

And then  
they start reading  
books. I think  
that's one reason his  
books have been such  
huge sellers,  
and things like the  
handbook just sell  
over and over and  
over. Every edition,  
you know, everybody  
buys the next  
one. Because they know  
that things in there  
that they can

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bably never read all  
1800 pages.

Q: Why  
should American  
television viewers  
care one whit about  
a, uh, learning more  
about Joe Juran.

GODFREY:  
American television  
viewers. Um,  
actually--I'll give a  
very strange answer to  
this. I  
think that the average  
person, if they listen  
seriously to  
what he's telling  
companies, can find  
they can use his  
stuff at home too.

There are  
all sorts of things in  
quality  
management that if we  
did in our lives we  
would be better  
off too. And I'm  
surprised at how many

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courses from Juran  
Institute, and other  
things--and say, 'you  
won't believe how I  
changed the way  
we built a fireplace,'  
you know?

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le for my  
background and I used  
quality planning. Yeah  
I really  
thought about how  
we're going to use  
this, you know, and  
when all the relatives  
are there, you know,  
what we're  
doing in the back  
yard, and it changed  
the way I designed  
this, you know, and I  
used all these steps.  
Have you ever  
written anything about  
how to use this in  
homelife, and  
stuff. '

And I  
think that people  
would find a lecture  
by Dr. Joseph M.  
Juran, which is  
intended for senior  
executives of major  
Fortune 500  
corporations, to be  
amazingly useful--how

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drive to work.

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remember one of our o  
friends talking about  
driving to work with o  
his daughter every n  
morning, and  
there--he had some t  
stopwatch for his, she h  
was nine at the e  
time--and she measured  
stoplight times, and w  
plotting a  
histograms and things. y  
Because she's really  
learning how  
to use those things t  
that she's hearing o  
about in school and  
in everyday life. w

And o  
she'd could not wait r  
until she gets in k  
and gets her data ,  
sheet out and gets  
her stopwatch. And t  
he says it's really h  
given them something a

t's making all this  
stuff real to her.

Q: In the  
larger view  
how is--  
let's change

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haven't been in my  
room. I just saw it  
on the desk. I  
thought it was  
[garbled]. Oh, it was  
because I didn't get  
any when you  
handed out the  
business management  
the other day ... oh  
I'm  
no longer slighted ..

Q:

Here's a question.  
Here you have this  
terrific career going  
at AT&T, and at least  
to us  
outsiders, we don't  
know the real stuff.  
Probably could  
be chairman of AT&T  
oneday. And now  
here's the Juran  
Institute, I mean,  
for all--I mean nice  
building, small  
company in Wilton,  
Connecticut. Not AT&T  
for sure.

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on airplane or  
anything.

What made your life  
change, what--why  
would you give up  
AT&T to go to Juran.

GODFREY:

Obviously Juran is  
very  
persuasive. And it  
did take him four  
years to (laugh) to  
be persuasive. But he  
did talk me into it.  
Ah, he has a  
way of turning things  
around, just like he  
does with the  
company. He says,  
well what do you  
really want to be  
doing in five years  
or ten years?

And he  
makes you create your  
own vision and  
say, what is it that  
you'd really be  
satisfied with? And

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he'd say, is  
changing AT&T  
enough? Or do you  
want to do the  
same things with a

variety of  
companies. Do you  
have interest  
outside of  
telecommunications  
. Well, of course.

                  You know,  
the answer is yes, and  
you say,  
this and this. And  
then he'd say what if,  
this  
opportunity presented  
itself. So he would  
get you  
thinking, and then  
he'd be a little more  
persuasive, and  
then he would start  
laying out plans, and  
he'd say, 'what  
we think ought to be  
done, and what do you  
think should be

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wering the  
questions, and get you  
thinking about what  
should Juran  
Institute be? How  
should it fit, not  
only in the U.S. but  
the world. And pretty  
soon, you're finding  
yourself  
pretty intrigued with  
the opportunities that  
Juran  
Institute's has.

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And how  
Juran really can, in  
it's small way,  
can change the world.  
Literally change the  
world.

Q: You  
have traveled with Dr.  
Juran and as a  
representative of the  
Juran Institute. Um,  
how is, how  
does, how does Juran  
the man, how is he  
changing the

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whelmed by  
how many people have  
stated that he has had  
more impact on  
their life, then anyone  
else. Anyone el~A-  
Well,

That what  
they heard from him,  
and did on the  
basis of what they  
learned from him, has  
led them  
completely in a new  
direction ...  
personally, for the  
company, for the people  
around them. That he  
appealed to  
their logic. They said  
afterwards well of  
course he's  
right. And if he's  
right why aren't we  
doing this?

And once  
they started doing  
some of these  
things and got

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d what do we  
do now, and how do we  
expand this. And you  
know they did  
it in the  
manufacturing plant,  
and then how do we  
expand  
it in the business  
areas of the company?

And now  
that I'm so  
convinced, how do I  
convince others?  
That's one of the  
questions he gets  
all  
the time. They say,  
well, you know, you  
don't have to  
convince me. I know!  
But how do I get  
everybody in my  
company to  
understand it this  
way?

And  
that's very powerful,  
if you think about  
it. That there are

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to  
get everybody in their  
company this is  
(garbled). And,  
the impact that he's  
left behind is just  
absolutely  
incredible.



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e Japan where  
they just--we  
can't even take a  
break to go to the  
  
restroom, because  
the pictures, and  
the people just  
wanting to come up  
and talk, or  
people wanting to  
come up  
and say what they  
learned twenty  
years ago, or how  
he  
effected them.

I  
mean it's far  
beyond the typical  
celebrity  
stuff, where they  
just want to be  
seen with him.  
  
They  
basically just  
want to thank him.  
  
In some way, they  
want  
to thank him for  
what he's done.

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're going to  
talk to this  
afternoon,  
different from the  
Joe Juran you  
went and checked  
out all those  
years ago with his  
  
colleagues.

GODFR

EY: I think what's  
missing in the  
public performance  
of the Joe Juran is  
the warmth and the  
humanness. When you  
get to know him,  
especially in the  
business  
relationship like I  
had with him when I  
was still  
at Bell Labs, is  
the ethics, the  
committment--if he  
says  
he's going to do  
something, he  
always does it. If  
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rt of the lecture,  
and he  
says he'll give you  
a promissory note,  
he literally writes

it down and at  
three or four in  
the afternoon he  
comes  
back and says, now  
with this section,  
let me answer

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something somebody raised at 10 minutes after 10 this morning.

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ing a  
lecture, understand what was important to this  
audience--Bell Lab software developers, that he'd had  
very  
little experience with--and at the next two weeks, four  
weeks later when he came back for the next session that  
had software developers, he'd incorporated many of the  
questions and the answers, and their concerns.

He'd call up two or three times in  
between,  
to say who can I talk about, that really understands  
this. I really want to know more about the software  
development process. This continual learning, this  
continual trying to meet the needs of his customers.  
I  
mean the same thing that he's been teaching.

But he also does that in private life.  
And,  
and you in person, you ask him a question and if he  
cannot  
answer you immediately, two weeks later, you may get  
this  
two or three page written document saying 'remember  
when  
you brought this up? I've really been thinking about. '

'And I think that what we ought to do is  
such

this?' And he'll  
have attached a letter. And he'll say, 'I think this  
person writes about it better than anybody I've ever  
seen  
in the world. '

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he gives you an  
answer and says 'No,  
I think you're wrong  
for these  
reasons.' You might  
get three weeks from  
now four pages  
of written  
things ...

                  'I'm  
still thinking about  
what you brought  
and I think you had  
some really good  
points. When I think  
about it in a  
different way, maybe  
what you were saying  
is  
this this and this,  
and it leads to a very  
different  
answer then the one  
that we discussed.'

                  So  
it's, it's his  
honestness,  
integrity. I  
think the remarkable

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from a public n  
seminar or anything,  
is this incredible •  
ability to accept .  
and want criticism. .

I mean,  
if I could copy one a  
thing, and here n  
just take it away from d  
him and stuff it in  
myself, it'd be a  
this openness to b  
comments from anyone s  
that you obviously o  
appreciate. r

Most of b  
us even though we  
know it's for our i  
good, and we love it t  
when Jack Schatz  
tells me, you know,  
I should do something t  
different in front of h  
the camera--I i  
mean, I still resent r  
being told, you know. t

And y  
I have to get over

minutes later.

Somehow

he seems to absorb it

immediately,

and thank you for--and

you know he

appreciated it. And he

sits there and he thinks about it, and he says, 'yeah, I think you're right. We ought to do this differently next time.' Or, 'No, let me tell you Why I'm not going to accept that. '

And he gives you a reason why it's not useful for what we're doing now. But he's still appreciates the input. And he uses it. And this ability to use ideas from large numbers of people, with no real defensiveness, is something you must learn.

I don't think anybody could possibly have been born with this. I think it's a skill that has to be developed over time. And that is a remarkable skill.

Q: What keeps him so young?

GODFREY: Oh, the fact that he thinks, this, there's so much to be learned. He, his still, he's still a student, still a scholar, still learning new things. He has a list of things he wants to know more about.

You know this project at the Juran Foundation about the history of quality--you know all these things to learn. He's a perpetual. sudent.

And I think)his whole style of teaching, his whole style of research, has been a data gatherer, data gatherer, a synthesizer. An empiricist, learning from what others have done, generalizing it, abstracting

~ah' now I know the basic principles, now I know the steps of the breakthrough sequence.

Now I know how to really priorities.  
creation of the Prado principale, and so forth.

Now I really know how we ought to manage quality. We ought to divide between control, which is quite different from improvement. And there's something over at planning or quality by design that's even different from that.

And if we  
break this u  
and create a  
toolbox

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That's what  
been done,  
and that's  
how these

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nies, or have the success these companies are having. So he abstracts it, and then he takes it back to practice in another context.

So he can take it out of the, uh, nitty-gritty where a lot of people get lost, abstract it, and then bring it back down to what people actually do on a day-to-day basis.

And, that, I think is what sets him apart from everybody else. He's always said, if you ask him, and you really pinpoint it, he thinks the key to his success has always been that he has a better data base than anybody else.

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as a first  
step, but he's also  
used his database  
better than anybody  
else, and he's had a  
remarkable ability to  
synthesize.  
And having synthesized  
which some others have  
done almost  
as well, he has one  
more advantage, in  
that he can come  
back into reality  
again and how to put  
it in practice.  
And how to, which is  
his real strength.

Q:

What's the neatest  
thing about traveling  
  
the world with Dr.  
Juran?

GODFREY:

The stories that  
other people tell  
about him, and the  
influence and impact

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member ah-- 1  
particularly a i  
luncheon, a f  
four-hour luncheon e  
(laughter) we had in .  
Tokyo recently  
last October. And the  
people there, since it  
was his last  
visit to Japan, his  
announced last visit  
to Japan, had put  
together those who  
could still come of  
the original 1954  
hosts of the Senior  
Executive management  
meeting.

These are  
people who had risen  
to high levels  
of academia in Japan,  
or top levels of the  
top companies  
in the world. And they  
were talking about  
around the  
table how this 1954  
lecturers had really  
changed their

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Literally the way they manage their  
companies, literally they did things, and thought about  
the world.

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hey had

done since then. And how it had related, and how, you know, they've all kept up with each other's careers and everything. To have the opportunity--I literally lost all

sense of inhibition and got out a notebook and sat at the

luncheon table taking notes while these people talked, I mean, I mean I moved my plates out of the way and sat there and scribbled like a college student.

But it was just some of the most fascinating insights about how these people could become true leaders in world industry, had applied the lessons learned, and had learned their own lessons and shared them with each other, and then shared them again with him.

Q: I don't mean this to sound blasphemous. Is this like Christ and the disciples, uh, I mean there's almost this sense of Godlike visionary fervor.

GODFREY: No--I really don't think that Dr. Juran inspires a disciple relationship. I think Dr. Demming does. I think that's one of the big differences.

Demming has these disciples who run around preaching what he taught, uh, sometimes I think, uh, with

complete lack of understanding, and sometimes completely  
being able to reduce it to practice.

Juran is very different. I think what he  
inspires is more of --uh--collegial relationship. A  
partnership.

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him don't feel

that they have to take what he says and go out and do it.

They feel that they have the right to say 'I don't understand. I don't believe this. I tried to apply it, and it didn't seem to work here. I think we'd have to spend a lot more time on training and facilitate it. I think a team leader needs have a much stronger role and you talk about a team leader as being just--uh--a first among equals, and maybe even an elected.'

'Uh, uh, in our company that doesn't work. ' And he will listen and he'll say, 'let me understand more about your company. '

And you feel you have a consultant, an advisor. Someone who helps you to learn and helps you apply in your company, rather than someone dictates, 'it must be this way.' 'This is the truth, it has come down from on high. '

He's not like that at all. And so it's very different from what he inspires. It's not a disciple

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a working  
relationship,  
'we're in this  
together, we both know  
a hell of a lot more  
than we did last year,  
and so much more than  
five years  
ago. '

And  
when he stands up  
and talks about how

much has been  
learned in the  
country in the last  
ten  
years, in applying  
quality, he's also  
talking about how  
much he has  
learned. I think  
that's one of the  
real  
differences. Is  
that he's such a  
learner.

And that  
what he does today is

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ee years ago or five  
years ago.

Q:

without becoming  
morbid, what should  
the  
world remember long  
after Joe Juran  
departs.

GODFR

EY: I think that  
the world will  
remember Joseph  
Juran as a living  
person. Years  
after  
he's departed.

Becaus

e people are still  
reading, and  
rereading--I think  
I've read about  
five times now,  
Managerial  
Breakthrough. I  
even taught out of  
it at  
Columbia university  
for about three  
years, and of all

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somebody who's  
taught of  
it, I still find  
new things when I  
read that.

I still  
find things I didn't  
understand  
before. I think I was  
rereading the first  
edition of the

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ot the second, the  
third and  
the fourth laying on  
the shelves too that  
I'm not  
thoroughly expert  
in.

But I  
was finding things in  
the first one  
that I could really  
understand because  
that was when some  
of the things were  
being developed for  
the first time.

And, so  
that I think that  
we'll continue to  
read what he's  
written, and see  
things in it that we  
didn't know before.

So  
we'll still think of  
him as a living  
teacher. We'll still  
think of him as  
somebody who's our  
consultant, our

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yea (laughter). I would  
predict, now  
this sounds wild, but I  
believe it fully. A  
hundred years  
from now people will  
still be reading his  
books, and still  
understanding things  
for the first time, and  
saying why  
I didn't I know that ten  
years ago or twenty  
years ago.

Uh,  
there's a, it's like  
the true classic  
book. You know Dickens  
doesn't go away\_ And  
Poe doesn't  
go away, and uh, we  
still re-read short  
stories that we've  
read maybe three times  
and we still enjoy  
them. And I  
think the true quality  
professional still  
enjoy Managerial  
Breakthrough, will

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Q: If you  
could reach across  
these hundred  
years and say to one of  
these quality managers,  
who hasn't

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th and talking to and  
having lunch with Dr.  
Juran, what do you want  
that quality  
professional to know?

GODFREY:

I think the Quality  
Professionals  
in the future,  
especially thinking  
about what they should  
  
learn from Dr. Juran,  
is to really  
understand the  
discipline of the  
scientific method, the  
value of  
structure, that none  
of this happens by  
itself.

And

that what Dr.  
Juran was  
teaching and  
giving, which  
keeps being  
forgotten over  
and over, is  
literally how to

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What  
is the role and  
specific job of  
each  
person in an  
organization.

He's  
always saying, you  
know, if we cannot  
answer the  
question, what  
should I do  
tomorrow that's  
different than what  
I'm doing today.  
Then we haven't  
provided the value  
the people are  
looking for.

And I  
think the Quality  
Professional should  
strive to emulate, is  
anytime you have a  
question, is not  
giving us a theoretical  
answer or something,  
but literally  
answer the question for

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morrow, that's really  
different from what  
you've been  
doing today and six  
months ago.'

And  
that is the lesson  
that the Quality  
Professional should  
really learn is that  
their job is to

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ctice. Not to create  
maybe  
another new fancy  
method.

I mean,  
people will remember  
his Prado  
Diagram. They'll  
remember him as the  
pioneer of the whole  
concept of cost of  
quality. They'll  
remember him as the  
pioneer of really  
working definitions of  
quality, fitness  
for use, but getting it  
down to the features,  
and the  
freedom from  
deficiency.

They'll  
remember these kind  
of breakthrough  
concepts, the  
dividing quality  
management into three  
management processes  
of, uh, planning

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's what people will  
remember, because  
they're innovative.

And  
you know his string  
of innovations are  
just so much longer  
than anyone else's  
that's out there  
now, or has been.

But,  
I'm afraid that'll  
overwhelm the real  
message of what he  
really taught was  
the hard work  
involved of going  
from the theory to  
the day to day  
practice.

Q: I'm  
looking for a couple of  
short answers  
at this point, as we  
sort of wind down. How  
has your life  
inside been changed as a  
result of your contact  
with Dr.  
Juran.

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tact from  
the first meetings  
with Dr. Juran in 1983  
has been changed  
very much in that--I  
think what he taught  
me more than  
anything else, how to  
put into structure and  
context the  
hundreds of things I'd  
learned.

I mean  
Bell Labs was just  
the greatest place  
in the world lots of  
things, and coming in  
to Bell Labs  
with a Ph.D. in  
statistics, which is  
the foundation of  
quality management--I  
was just so prepared  
to learn all  
this stuff, and I was  
just absorbing it  
like crazy for  
fourteen years. But I  
wasn't able to  
articulate it and

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as great at bits  
and pieces and lots  
of  
tools. And what I  
really learned from  
him was how to  
package things in a  
way that people can  
use them.

And I  
have just become so  
much more  
effective, and so  
much a better  
teacher because of  
that.

Q: We  
as consumers in  
America today, if we  
know nothing else  
about Joseph M.  
Juran, what should  
we  
know?

GODFREY:  
As a consumer, as  
somebody kind of  
an average Joe, what  
they should really

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he was basically the  
innovator of most of  
the ideas that people  
talk about as  
continuous quality  
improvement now.~



Basically the idea of an organization as *in*

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the old way that organizations deteriorated, or that people deteriorate, or that uh, that products get worse.

But that's not necessarily so, and that you

can build a system that literally builds on itself. Continuous improvement, at a rate beyond anything we've ever dreamed of. .

And that, uh, he was the true pioneer of quality improvement. And that has had more impact on the things that we all buy and use everyday, services and products, then probably any other living human being

Q: What have I not been smart enough to ask you that you think you should be asked?

GODFREY: Oh (laughter). You've asked me everything I ever knew. Um, is there something I should say that I haven't said. Um.

Q: That if you don't say nobody will.

GODFREY: I think that what some people may not know is how much Mr. Juran believes in quality management as a social good, or good for the whole world.

And how much he goes out of his way to do things, not for pay, not for fame, maybe things people won't even know about. But to sit down with individuals,

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others that he thinks  
will have an influence  
on others, so  
that he's willing to be  
way behind the scenes  
as a teacher.

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That  
somehow r\_hi.s impact  
may happen five,  
ten, twenty years from  
now. I mean his 18  
visits to  
countries that used to  
be behind the iron  
curtain. We  
never got any money,  
he, never really was  
sure that they'd  
ever use any of this.  
But just on the chance  
that they  
need this, that they  
can learn and apply it,  
no matter  
what the society  
they're working in.

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(INTERVIEW

He was  
willing to take more  
chances because  
of the strong

